

Manpower Training and Employee Performance in Mellienium Ltdawka, Anambra State

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ABSTRACT

Manpower planning and development is the first and the most significant function of management. Manpower training and development is one of the strategies an organization uses to improve its short term and long term goals given the economic realities of today. The specific objectives are to investigate the effect of skills on quality of work; to ascertain the effect of knowledge on quantity of work; to determine the effect of attitude on working relationship. Survey research design was adopted for this study, the population of the study comprises 112 employees both the management, junior and senior staff in various departments in mellienium Ltd Awka. A sample size of 43 were selected randomly for this study. Data was collocated primarily which was obtained from respondents through a structured questionnaire formulated by the researcher. Data was analyzed through simple linear regression with SPSS version 23. The findings of the study show that skill has significant effect on quality of work with a (R-square of 0.977, at p-value < .005), there is a significant effect of knowledge on quantity of work (R-square of 0.969, at p-value < .005), attitude has a significant effect on working relationship (R-square of 0.969, at p-value < .005). The study concludes that the findings of this study provide actionable insights for Millennium Ltd Awka, supporting the notion that effective manpower training positively impacts employee performance. The study recommends that Millennium Ltd, Awka should closely monitor performance metrics over time and employs tools of understanding the temporal patterns which will provide insights into the cyclical nature of employee performance and guide the implementation of interventions at strategic points.

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KEYWORDS: manpower, training, development, employee's performance

INTRODUCTION

Manpower or human capital may be effectively employed or it may be under-utilized, manpower planning and development is the first and the most significant function of management. The embodiment of manpower planning and development includes a basic examination of the inventory, demand, excess, shortage of resource and use of HR. Note that manpower planning is regularly taken as the main assets of an organization on the grounds that through it, different assets (material and monetary) are saddled to address the issue of labors. The economic development of a nation relies upon the quality and amount of its assets, the condition of innovation and productive organization of assets in both creation and utilization process. Most organizations today are

dealing with issues since they didn't design for their labor force neither do they have any orderly HR the executive's programs that think about hierarchical objectives. Planning is the first and most significant capacity of the board. The pith is to plan for and foresee future occasions. Planning goes past endeavoring to achieve expressed hierarchical destinations. It includes the advancement of methodology and strategies needed for compelling acknowledgment of the entire plan Rashi Srivastav & Richa Arora (2021).

Performance of firms in Nigeria has in the recent times been anything but satisfactory and one can arguably say the present harsh business climate is

partly to blame. Manpower training and development is one of the strategies an organization uses to improve its short term and long term goals given the economic realities of today. Lack of skilled manpower has always been given as the reason for the failure of Nigerian firms to realize the objectives of contributing maximally to national development. Instructively, performance of firms in an economy are often linked to the quality and skill of available manpower. Therefore, if the nation is to progress, it must plan for its future via manpower training and development.

Training and development affect employee performance positively. One of the foundational elements of an organization's success is the training and development of employees (Afriati & Ahmad, 2022). Training is vital to increase employees' understanding of the profession, allowing them to become more proficient in their tasks and provide better outcomes. On-the-job training, on the other hand, gives employees a better understanding of their job. This type of training focuses more on the job that employees do daily. Therefore, it helps employees do their job efficiently and improves performance (Kaminsa, 2022). According to Noe (2019), training increases the organization's ability to function more successfully because it shows appreciation for its personnel. Training and development, on the other hand, benefit both businesses and employees. Employees that are adequately taught will be more efficient and productive. There are many benefits to conducting training and development programs for the staff. These are increasing employee job satisfaction, efficiency, more motivation to do their work, and the ability to adopt new technologies and reducing the turnover of the employees.

A recent study by Amo (2019) has identified the importance of manpower training and performance. Training contributes to the organization's success when employees are trained to perform their jobs according to industry standards. Manpower Training is essential for staff development and organizational performance. Manpower training and development is a "sine qua non" for achievement of organizational goals. Indeed, training and development are very important for all employees, to keep them abreast with developments and changes in the business environment and the economy. If firms do not achieve their goals in spite of huge investment in training and development of their staff, it may be a pointer that the method or procedure of training and development is faulty which will then call for a re-evaluation of training methods and curricula. Employees in the organization make many mistakes while performing their tasks. These mistakes can

affect the quality of the project offered and consequently the image of the organization. Given the above, it thus becomes necessary to determine how employee's performance can be influenced through manpower training and development. The study intends to specifically; ascertain the effect of skills on quality of work; to examine the effect of knowledge on quantity of work; to determine the effect of attitude on working relationship.

Literature Review

Manpower Training

Manpower training or development, now commonly referred to as human resource development, is an ongoing process that analyzes, forecasts and projects an organization's future manpower requirements. Manpower is an important asset organization can leverage on for success and gain competitive edge in the turbulence environment in which the organization operates Oluwasegun Abraham SOLAJA (2019). In other words, manpower training focuses on such issues as whether the organization is ready to compensate for the loss of experience from retiring employees and if employees are adequately prepared to implement organizational change. Manpower training or development is a process that seeks to optimize an organization's usage of its human resources. It requires an integrated approach that addresses multidimensional aspects of employees, ranging from enhancing technical and interpersonal skills to creative thinking and leadership. Organizations with high productivity levels have made manpower development an integral part of their business culture. Training and Development helps in updating employees' skills and knowledge for performing a Job which at the end results in increasing their work efficiency and increase the productivity of an organization. Shuaib (2022) defines training and development as the process of providing employees with the knowledge and skills they need to perform their jobs effectively. It ensures that Employees oddness or eccentricity is reduced and learning or behavioral change should take place in a very structured format. Training development or learning and development are official ongoing educational activities designed for goal fulfillment and enhance the performance of employees. The activities linked with employee Training & Development is created to convey the employee to perform better in assigned job which also motivate employee to give his/her best so that at the time of performance appraisal, employee can show the eligibility for promotion and salary increment. It refers as the skill and knowledge enhancing bustle which is a source of additional information as well as instruction required to improve the quality of

performance. Training, both physical, social, intellectual, and mental, is critical in facilitating not only the level of productivity but also personnel development in any organization (Otoo, Abledu, & Bhardwaj, 2019).

Employees performance.

Employee performance is a measure of how an employee fulfils the duties of their role and behaves within a workplace. According to Ahmed, Majid, and Zin (2019), the performance of employees within an organization is crucial in determining the success and profitability of a company. It is important to every aspect of the business because it can affect customer satisfaction, the company's bottom line, company culture, and staff retention rates, to name a few consequences. Employee performance includes the quality, efficiency, and effectiveness of an employee's output. An employee's performance is also indicative of how valuable they are to the organization. Employees are an investment, so their return on investment is essentially calculated by their performance. Naturally, every business would like to hire and retain employees who provide high employee performance. And, while a company can't totally control output, they can play a large role in supporting employees to do their best by ensuring that they are well supported. When employees are happy, they perform better. According to Kirimi and Maede (2019), training assists employees in acquiring improved skills, knowledge, and attitudes towards better performance.

Theoretical framework

Theory of reinforcement.

This study was anchored on theory of reinforcement according to skinner this theory emphasizes on the learning behavior of a person and suggests that the learner will repeat that behavior which is attached with a positive outcome or result. Skinner an economist of behaviorist school of thought proposed the theory of reinforcement and suggested that the training and development programs should be aligned with the organizational objectives and a positive outcome should be expected with such training and development programs. Further elaborating this concept suggested in reinforcement theory, it can be argued that there are several techniques available in human resource practices which can be associated with the training and development programs and the required suggestion by this theory can be fulfilled. Different types of rewards in the form of bonuses, salary raises, promotion and awarding of certificate after the training program can be associated with the training and development activities and these rewards will definitely generate a positive outcome. If this is done by an organization, then according to the

Skinner's theory of reinforcement the trainer i.e. the employee will show more interest in the training and development programs held by the organization. The study adopted reinforcement theory as it anchored theory for the work.

Empirical review

Dim, Emeakayi & Arua (2019). Examined effect of employee training on performance of selected multinational corporation in Nigeria. Both primary and secondary data was employed, population of the study was 2774 but Taro Yamane formula was adopted to trim it to a sizable figure of 359. Questionnaire were distributed in order to realize a quality data; descriptive survey design was adopted to add value to the study. Conclusions were established that employee training has a positive significant with employee performance, findings disclosed that there is a significant relationship between coaching and employee performance. Recommendations were made that organization should evaluate coaching type of training and development programs; it is vital to evaluate coaching in order to assess its effectiveness in learning outcome of employees.

Adeyori & Fajebe (2019). Examined training and manpower productivity in Nigeria public sector: concerns and pathway for effectiveness. To achieve this, the study reviews literature on the concepts of training, manpower productivity, emergence and role of government in training and manpower productivity in Nigeria, and challenges of training in Nigeria public sector. This study utilized human capital and scientific management theory in order to build solid arguments for the discourse. It was therefore concluded that productivity in Nigeria public sector is contingent on proper manpower training and development. Hence, the study concludes that it is logical to infer that manpower productivity in Nigeria public sector is contingent on proper training exercise. The study recommends the need to ensure that training is handled by competent human resources experts and practitioners for efficient results. Also, training and productivity-oriented organizations in Nigeria must be strengthened for effectiveness.

Daniel & Chukwuemeka, (2023). Investigated the impact of personnel training and growth on the efficacy of INEC employees in Abuja, employing a survey research design. Data collection involved a questionnaire distributed among 248 respondents selected as the sample size out of a total of 657 staff. The sample size was determined using Taro Yamane formula. The study used Cronbach Alpha to test the reliability of the administered questionnaire and also adopted faced validity to test the validity of the

questionnaire. The study adopted multiple regression with the aid of Statistical Package for Social Sciences (SPSS) version 20 to analyze the data. The examination of outcomes reveals a noteworthy and substantial correlation between manpower training and development and the performance of employees within the Independent National Electoral Commission (INEC) in Abuja, Nigeria. This signifies that training and development exert a constructive influence on the performance of INEC employees. Consequently, the research suggests a persistent focus on manpower training within INEC, alongside efforts to foster employee growth by facilitating ongoing learning and educational pursuits while also safeguarding their chosen career paths. They should continue to maintain standards on training and development since it has a positive and significant effect on employees' performance. The study concludes that the organizations' efforts in facilitating employee education and guiding suitable career advancement are geared towards heightening employees' performance at INEC, Abuja, Nigeria. The study recommends that INEC, Abuja, Nigeria, should reconsider or restructure its approach to off-the-job training, given its observed adverse and inconsequential influence on employees' performance within the organization. A reassessment of the training methodology is warranted.

Owolabi & Amisu (2019). Examined manpower development and employee job performance in the public & private sectors. Cross sectional survey served as a method of data collection. A total of 100 questionnaires were administered to employees using probability sampling technique in both sectors and 88 of the distributed questionnaires were retrieved. The Chi square method was used to test research hypotheses. The findings of the study showed that staff training is not given higher priority and consideration in the public sector compared to the private sector. Findings from the study also revealed that private sector believes in human capital as the most valued asset that can help drive organizational growth. In addition to the findings showed that career growth does not bring optimal performance, especially in the public sector, where promotion is done within a particular period regardless of workers' productivity. The study therefore recommended that organizations should strive towards training and retraining of workers from time to time as employees should not be blamed if they are not well trained. The study concluded that recognition of talents in employees by organizational development expert is one of the panaceas to improve employee job performance at work place and by implication enhance overall performance of the organization.

Oigbochie, Obara & Nchedo (2023). Examines the effect of human capital development on employee's performance in the Nigeria Civil Service. Descriptive statistics was used in analyzing the responses elicited through questionnaire, from the sampled population of 214 respondents, from selected ministries in the Federal Capital Territory, Abuja. Data gathered were analyzed qualitatively. Finding from this study shows an association between human capital development and service accountability, including leadership. The consequence of this result is that an increase in human capital development enhances employee's service accountability, which in turn, leads to performance of governmental agencies and development of the society. The study concludes that human capital development significantly impacts on employee's performance in the Nigerian civil service. The study recommends that attention needs to be more accentuated towards providing employees with the tools and training they need to do their jobs. Providing these needed tools will lead to effective service delivery, simplify and also improve supervision in the Nigerian Civil Service.

Anikwe (2022). Examine how staff training and development enhance organizational effectiveness in Abia State civil service. The specific objectives are to examine if there is any significant relationship between manpower training and development of employees and employee productivity level in Abia State Civil Service, and to ascertain the problems of manpower training and development in Abia State Civil Service. The study adopted qualitative descriptive analysis which is an aspect of content analysis. Qualitative descriptive analysis essentially has to do with summarizing the data generated in the research. Being a non-experimental research, the use of qualitative descriptive analysis was employed to analyze and present the data generated from our sources. The findings of the study revealed that investment in training in Abia state civil service was seen to improve its financial standing, increase employee knowledge and expertise and also enhance service delivery. The study concludes that training and development helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities and adapt to changing conditions. The study recommends that The civil service should make necessary effort to evaluate training programs so as to identify its strengths and weaknesses.

Zondi, Oke, Adewale, Oladosu & Kabir (2021). Examine training and development as drivers for performance of municipal council employees in south Africa. This study is aimed towards conceptualizing

on the framework of training and development as a driver for performance of municipal council employees in South Africa. The study adopted a review of past empirical articles to build a conceptual framework of training and development as a driver for performance of municipal council employees in Republic of South Africa. The study revealed that training and development did have an influence on employee performance. The study also identified a performance management system linked to the personal development plan as an essential tool. The study recommended that the proper implementation of Performance Management Systems linked to appropriate individual performance development plans be implemented. The recommendations could be used in improving training and development and managing employee performance. The study further contributed to knowledge in implementing human resources development policies. It will be valuable in the upliftment of the social economy of South Africa.

Mabungela & Mbukanma (2023). Assessed the effectiveness of On-The-Job training on the performance of employees, focusing on the Integrated Tertiary Software Users at Walter Sisulu University. Data was collected using semi structured interviews. The study employed a qualitative approach, focusing on in-depth knowledge from the participants rather than numerical facts. Participants were employees from the Registrar's division within Walter Sisulu University, and students and a sample of twelve participants were purposefully selected. Seven of the thirteen participants were employees from the same division but different units: The examinations office, the Admissions and Registration office, and one faculty officer. Six participants were students from various faculties. Data were analyzed using Atlas ti, version 9. In this study, the light was shared on the importance of On-The-Job training and its effectiveness on employee performance and productivity. The focus of the interviews was on the effectiveness of this training method, and the study found that this method is effective in upskilling recruits and existing employees. Training and employee motivation were seen as the essential elements of increasing employee performance in this technology-infused University. It has been discovered that development programs directly influence organizational effectiveness, advancement, and development is critical for an effective organization. The study concludes that Capacity building should be a continuous process and managers and directors should be at the forefront to foster this initiative. The study recommends that Motivation serves as the basis for employee performance. Without motivation, there will be no productivity. Employees must be motivated

and there are many ways of motivation employees; certificates and rewards are key to promoting performance of employees.

Methodology

Survey research design was adopted for this study. The research aims to collect data directly from respondents, based on the fact that survey research design supports the collection of data primarily through the use of questionnaire, the study considered survey research design suitable for the study. The population of the study comprises 112 employees both the management, junior and senior staff in various departments in mellienium Ltd Awka. The sample size which is the representative of the population was determined by applying an estimated percentage on the population size of 112 employees of the organization. The estimated percentage applied is 37.9%. Having applied an estimated percentage of 37.9% on the population size of 112 of the board employees, a sample size of 43 employees was obtained, the study employed random sampling technique and data were gathered primarily from respondent through the use of a structured questionnaire, this instrument underwent a content validity process to ensure its validity and Cronbach Alpha analysis was applied on the instrument to ensure its reliability. To analyze the relationship between manpower training and employee performance simple linear regression with SPSS version 23 was used. The dependent variables (quality of work, quantity of work and work relationship) was regressed on various independent variables (skills, knowledge and attitude).

Model Specification

$$Y=a+bx_1+e \text{ -----(1)}$$

Where Y = Quality of work

a = Constant

b = Slope

x_1 = Skills

e = error term.

$$Y=a+bx_2+e \text{ -----(2)}$$

Where Y = Quantity of work

a = Constant

b = Slope

x_2 = Knowledge

e = error term.

$$Y=a+bx_3+e \text{ -----(3)}$$

where Y = Working relationship

a = Constant

b = Slope

x_3 = Attitude.

e = error term.

Data Analysis**Regression 1****Objective 1: To ascertain the effect of skills on quality of work.****Table 4.1.1 Correlations**

		Quality of work	Skills
Pearson Correlation	Quality of work	1.000	.989
	Skills	.989	1.000
Sig. (1-tailed)	Quality of work	.	.000
	Skills	.000	.
N	Quality of work	43	43
	Skills	43	43

Table 4.1.1 above presents correlation coefficients between two variables, such as quality of work and skills. Correlation coefficients measure the strength and direction of the linear relationship between two variables. The Pearson correlation coefficient between quality of work and itself is 1.000 (perfect positive correlation, as expected). While Pearson correlation coefficient between quality of work and skills is 0.989, indicating a very strong positive correlation. P-value for the correlation between quality of work and skills is .000, which is less than the conventional significance level of 0.05.

Table 4.1.2 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.989 ^a	.977	.977	.88510	.977	1780.293	1	41	.000	.801
A. Predictors: (constant), skills										
B. Dependent variable: quality of work										

From table 4.1.2 R (Multiple Correlation Coefficient): 0.989. This indicates a very high correlation between the skills and quality of work. The closer the value is to 1, the better the model fits the data. R Square (Coefficient of Determination): 0.977. This represents the proportion of the variance in the quality of work that is predictable from the independent variable skills. In this case, approximately 97.7% of the variance in quality of work is explained by skills. Adjusted R Square 0.977. This is a modification of R Square that adjusts for the number of predictors in the model. It is useful when comparing models with different numbers of predictors. R Square Change: 0.977. This represents the change in R Square when adding the predictor variable (skills) to the model. It shows how much better the model becomes with the inclusion of skills.

Table 4.1.3 ANOVA^a

Table 11.11 ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1394.672	1	1394.672	1780.293	.000 ^b
	Residual	32.119	41	.783		
	Total	1426.791	42			
A. Dependent variable: quality f work						
B. Predictors: (constant), skills						

Table 4.1.3 presents the results of the analysis of variance (ANOVA) for the regression model with quality of work as the dependent variable and skills as the predictor, this section breaks down the sources of variation in the dependent variable. Regression Sum of Squares (SS) = 1394.672, Degrees of Freedom (Df) = 1, Mean Square = 1394.672. Residual (Error): SS = 32.119, Df = 41, Mean Square = 0.783. SS = 1426.791, Df = 42. F = 1780.293. Sig. 0.000

Table 4.1.4 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.790	.431	1.831	.074
	skills	.989	.023	42.194	.000
a. Dependent Variable: quality of work					

Table 4.1.4 provides the coefficients for the variables in the regression model predicting quality of work based on the predictor variable skills. In this case, the estimated constant is 0.790. Standard Error (Std. Error) 0.431. t-statistic (t):1.831. Significance (Sig.): 0.074. The constant is not significantly different from zero at the conventional significance level of 0.05 (p-value = 0.074). The coefficient for skills is 0.989. This represents the estimated change in quality of work for a one-unit change in skills. Standard Error (Std. Error): 0.023

Regression 2

Objective 2: To examine the effect of knowledge on quantity of work.

Table 4.2.1 Correlations

		Quantity of work	Knowledge
Pearson Correlation	Quantity of work	1.000	.985
	Knowledge	.985	1.000
Sig. (1-tailed)	Quantity of work	.	.000
	Knowledge	.000	.
N	Quantity of work	43	43
	Knowledge	43	43

Table 4.2.1 The Pearson correlation coefficient between quantity of work and itself is 1.000 (perfect positive correlation, as expected). The Pearson correlation coefficient between quantity of work and knowledge is 0.985, indicating a very strong positive correlation. The Pearson correlation coefficient between knowledge and itself is 1.000 (perfect positive correlation, as expected).

Table 4.2.2 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.985 ^a	.969	.969	.95725	.969	1297.505	1	41	.000	.923
a. Predictors: (Constant), knowledge										
b. Dependent Variable: quantity of work										

Table 4.2.2 presents the model summary for a regression analysis predicting quantity of work based on the predictor variable knowledge. R (Multiple Correlation Coefficient): 0.985. This indicates a very high correlation between knowledge and quantity of work. The closer the value is to 1, the better the model fits the data. R Square (Coefficient of Determination): 0.969 by implication, approximately 96.9% of the variance in quantity of work is explained by knowledge.

Adjusted R Square: 0.969. This is a modification of R Square that adjusts for the number of predictors in the model. It is useful when comparing models with different numbers of predictors. Std. Error of the Estimate: 0.95725. Smaller values indicate a better fit of the model.

Table 4.2.3 ANOVA^a

Table 14.10 ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1188.942	1	1188.942	1297.505	.000 ^b
	Residual	37.570	41	.916		
	Total	1226.512	42			
a. Dependent Variable: quantity of work						
b. Predictors: (Constant), knowledge						

Table 4.2.3 above shows the results of the analysis of variance (ANOVA) for a regression model predicting quantity of work based on the predictor variable knowledge. Sum of Squares (SS) = 1188.942, Degrees of Freedom (Df) = 1, Mean Square = 1188.942. Residual (Error): SS = 37.570, Df = 41, Mean Square = 0.916. Total: SS = 1226.512, Df = 42. The total sum of squares represents the overall variance in the dependent variable. F: 1297.505. A higher F-value indicates a more significant overall model.

Table 4.2.4 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.780	.505		5.507	.000
	Knowledge	.907	.025	.985	36.021	.000
a. Dependent Variable: quantity of work						

Table 4.2.4 above provides the coefficients for the variables in the regression model predicting quantity of work based on the predictor variable knowledge. The constant represents the intercept of the regression equation. In this case, the estimated constant is 2.780. Standard Error (Std. Error): 0.505, t-statistic (t): 5.507. Significance (Sig.): 0.000 (p-value)

The constant is significantly different from zero at the conventional significance level of 0.05 (p-value = 0.000).

Regression 3

Objective 3: To determine the effect of attitude on working relationship.

Table 4.3.1 Correlations

		Attitude	Work relationship
Pearson Correlation	Attitude	1.000	.985
	Work relationship	.985	1.000
Sig. (1-tailed)	Attitude	.	.000
	Work relationship	.000	.
N	Attitude	43	43
	Work relationship	43	43

Table 4.3.1 shows the correlation between two variables: attitude and work relationship. The Pearson correlation coefficient between attitude and itself is 1.000. The Pearson correlation coefficient between attitude and work relationship is 0.985, indicating a very strong positive correlation. The Pearson correlation coefficient between work relationship and itself is 1.000 (perfect positive correlation, as expected).

Table 4.3.2 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.985 ^a	.970	.969	1.02765	.970	1306.428	1	41	.000	.765
a. Predictors: (Constant), work relationship										
b. Dependent Variable: attitude										

Table 4.3.2 appears to be a summary of a regression analysis, likely performed using statistical software. The correlation coefficient (R) is given as 0.985, indicating a very strong positive linear relationship between the dependent variable and the predictors. This value (0.970) represents the proportion of the variance in the dependent variable that is predictable from the independent variable(s). In this case, approximately 97% of the variability in "attitude" is explained by the predictors. This value (0.969) adjusts the R Square for the number of predictors in the model, providing a more accurate measure of the model's goodness of fit.

Table 4.3.3 ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1379.678	1	1379.678	1306.428	.000 ^b
	Residual	43.299	41	1.056		
	Total	1422.977	42			
a. Dependent Variable: attitude						
b. Predictors: (Constant), work relationship						

Table 4.3.3 represents the analysis of variance (ANOVA) for the regression model, providing information about the partitioning of the total variability in the dependent variable "attitude" into different components. This is the sum of squared differences between the predicted values and the mean of the dependent variable. In this case, it is 1379.678. The degrees of freedom associated with the regression component is 1, indicating the number of predictors in the model (constant and "work relationship"). It is the sum of squares divided by its degrees of freedom, providing a measure of variability. For the regression component, it is 1379.678.

Table 4.3.4 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.505	.508		.993	.326
	Work relationship	.968	.027	.985	36.145	.000
a. Dependent Variable: attitude						

Table 4.3.4 provides information about the coefficients of the regression model, offering insights into the relationships between work relationship and attitude. The intercept is 0.505, representing the estimated value of the dependent variable attitude when the predictor variable work relationship is zero. The standard error associated with the intercept is 0.508. The t-value (0.993) is the ratio of the coefficient to its standard error. It is used to test the null hypothesis that the coefficient is equal to zero. In this case, the t-value is not significantly different from zero ($p = 0.326$).

Discussion of Finding

The findings from the results of objective 1 relate quality of work and skills; indicate a very strong positive correlation (0.989) exists between quality of work and skills. The correlation is statistically significant ($p\text{-value} < 0.05$), suggesting a meaningful relationship. The regression model with skills explains approximately 97.7% of the variance in quality of work. The addition of skills significantly improves the model fit ($F\text{ Change} = 1780.293$). The Durbin-Watson statistic (0.801) suggests a potential issue with autocorrelation in the residuals. Findings from objective 2 relate quantity of Work and Knowledge; indicate very strong positive correlation (0.985) exists between quantity of work and knowledge. The correlation is statistically significant ($p\text{-value} < 0.05$). The regression model with knowledge explains approximately 96.9% of the variance in quantity of work. The addition of knowledge significantly improves the model fit ($F\text{ Change} = 1297.505$). The Durbin-Watson statistic (0.923) suggests a potential issue with autocorrelation in the residuals. Findings from objective 3 also relate attitude and work relationship, it was discovered that there is very strong positive correlation (0.985) exists between attitude and work relationship. The correlation is statistically significant ($p\text{-value} < 0.05$). The regression model with work relationship explains a substantial proportion of the variance in attitude. Work relationship is found to be statistically significant in predicting attitude.

Summary of Findings

The results of the study are summarized below that:

- Skills have significant impact on quality of work.
- There is significant effect between knowledge and quantity of work, and
- Attitude has significant impact on working relationship.

Conclusion

Based on the various statistical analyses conducted on the variables related to manpower training and employee performance within Millennium Ltd, AWKA provide valuable insights into the relationship between various factors. The study explored the correlation and regression between key variables, shedding light on the dynamics of skills, knowledge, work relationships and their impact on the quality and quantity of work, as well as employee attitude. In

conclusion, the findings of this study provide actionable insights for Millennium Ltd Awka, supporting the notion that effective manpower training positively impacts employee performance. As organizations navigate the challenges of the contemporary business environment, prioritizing continuous learning and cultivating positive work relationships can contribute significantly to sustained success.

Recommendations

Based on the findings of this study, the following recommendations can be made:

1. Millennium Ltd, Awka should focuses on enhancing its manpower training programs. Invest in training initiatives that specifically target the development of skills and knowledge relevant to employees' roles and responsibilities. Regularly update training modules to align with industry trends and emerging technologies. This proactive approach to employee development can contribute to improved job performance, increased productivity, and a more skilled and adaptable workforce.
2. The organization should prioritize training programs that aim to strengthen interpersonal skills. Foster a positive and collaborative work environment by providing communication, teamwork, and conflict resolution training. Encourage team-building activities to build trust and rapport among employees. Investing in the development of strong interpersonal skills can positively impact employee attitudes, job satisfaction, and overall organizational culture.
3. Millennium Ltd, Awka should closely monitors performance metrics over time and employs tools of understanding the temporal patterns which will provide insights into the cyclical nature of employee performance and guide the implementation of interventions at strategic points.

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